

TOWN OF SANDWICH

THE OLDEST TOWN ON CAPE COD

130 MAIN STREET
SANDWICH, MA 02563

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BOARD OF
SELECTMEN

TOWN
MANAGER

BOARD OF SELECTMEN AGENDA February 4, 2016 – 7:00 P.M. Sandwich Town Hall – 130 Main Street

1. Convene Meeting & Pledge of Allegiance
2. Review & Approval of Minutes
3. Public Forum (*15 Minutes*)
4. Town Manager Report
5. Correspondence / Statements / Announcements / Future Items / Follow-up (*10 Minutes*)
6. Staff Meeting (*60 Minutes*)
 - Director of Planning & Economic Development Blair Haney – Update on Henry T. Wing School Feasibility Study & Exploration of Private Development Options
 - Charleen Johnson, Chairman – Glass Town Cultural District Update
7. Old Business (*15 Minutes*)
 - FY'17 Budget Update – 2/11 Financial Team Alternate Funding Presentation; 2/9 School Budget Presentation to Finance Committee
 - Other Matters Not Reasonably Anticipated by the Chairman
8. New Business (*15 Minutes*)
 - Selectmen Authorization for Recommended Harbormaster Appointment
 - Other Matters Not Reasonably Anticipated by the Chairman
9. Public Forum (*15 Minutes*)
10. Closing Remarks
11. Adjournment

NEXT MEETING: Thursday, February 11, 2016, 7:00 P.M., Town Hall



TO: Members of the Board of Selectmen

FROM: Blair Haney, Director, Planning & Development

DATE: February 4, 2016

RE: Henry T. Wing School redevelopment

This memo serves to provide guidance to the Board of Selectmen regarding potential private redevelopment opportunities of the Henry T. Wing School. The Department of P&D circulated the attached fact-sheet and map to private development firms that specialize or have experience in the redevelopment of existing structures. The goal for this exercise was to solicit feedback from the industry that would provide insight to the Town about the types of projects that will attract private investment. The bullets below are an aggregate of our notes from follow-up discussions with two firms.

Additionally, the Department of P&D will continue pursuing informal discussion with development firms to determine if there are other development schemes that we have not yet considered that would both attract private investment for this parcel and achieve economic and land-use goals of the Town. This may include land uses such as assisted living, hospice, or a continuing care facility. The current zoning is R-1 which will require amending if the town pursues these uses or more dense residential development.

Developer Feedback:

- All-residential use preferred by both firms
- Developer's preferred scheme:
 - 1st: "Family" units. Approx. mix of bedrooms would be:
 - 10% 3-BR = 18 bedrooms @ 60 units
 - 55% 2-BR = 66 bedrooms
 - 35% 1-BR = 21 bedrooms
 - TOTAL = 105 bedrooms
 - 2nd: "Senior" units. (Age-restricted)
 - Mix of 1-BR and 2-BR
 - Takes longer. They would still likely respond to RFP but the process takes much longer and makes the project less attractive.
- 50-60 units is thought to be the minimum range to achieve necessary economies of scale to make either scheme feasible, though it stands to reason that it could be more for a Senior Units scheme.

- Developer has **strong** preference for a “friendly” 40B approach. Without 40B permitting, project would be subject to DRI review by Cape Cod Commission, which would likely make the project infeasible. If a friendly 40B, the majority of review will stay local with the BOS and ZBA.
- Developer will pursue tax credits available. This may include Low Income Housing Tax Credits (LIHTC) through the Massachusetts Department of Housing and Community Development (DHCD).
- Developer may also pursue multiple rounds of Massachusetts Historic Rehabilitation Tax Credits through the Massachusetts Historical Commission (MHC). If the developer or State determines the building is not eligible, then the building may not be of use in their development scheme.
 - Credits are made available three times per year.
 - Developer likely request up to \$1.5m in tax credits, which may take up to 2 years.
- Expected to be roughly 24 months before construction, without unforeseen obstacles, according to a rough timeline sketched out by one developer. Total project time on the order of three years minimum.
- One developer OK with private septic system, one developer said they would not pursue project if private septic. They are only interested in projects that can be hooked up to Town sewer (which doesn’t exist at this site).
- Developer willing to do demolition work of non-1927 buildings.
- OK with demo and disposal of materials potentially considered “dirty.”
- Sample costs:
 - Approximately \$250,000 to get to “financing stage.”
 - Approximately \$14-20m project cost in total.

The P&D Department cannot stress enough that this information is not to be interpreted as a final recommendation of action. This exercise is a rough gathering of information using a couple of developers’ off-the-cuff responses. No level of exhaustive data gathering or outreach has been conducted. The goal is to simply test the waters with the development community. A next step recommendation from this Department might be to test the waters with the neighborhood community. Especially as it relates to a few issues listed below:

- Density? Is neighborhood comfortable with an additional 60+/- units at this site?
- Family units? Is the community comfortable with potential increases to families with school-age children?
- Town financial support? The lion’s share of public support for the project will come from State tax credits as stated above, but the developer’s application for these credits will look better if the Town contributes even small sums.
- Traffic? Potential impacts from 60+/- units will need to be considered. The former school had significant traffic from teachers, administrators and maintenance staff, parent drop-off and pick-up and school buses which will also need to be considered.



Henry T. Wing School – 33 Water Street Sandwich, MA

The Town of Sandwich is informally seeking non-binding ideas for private redevelopment of the site currently home to the Henry T. Wing School. The below facts will help an interested party determine project viability.

- Development concept
 - Private developer to repurpose site for residential use
 - Town will consider proposals for age restricted, affordable, market rate, rental, for-purchase, and possibly assisted living/hospice/continuing care or similar
 - Town to retain ownership and control of ball fields and associated parking (*see attached map for area to be redeveloped*)
 - Proposals may require permitting through the Cape Cod Commission

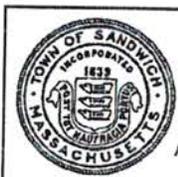
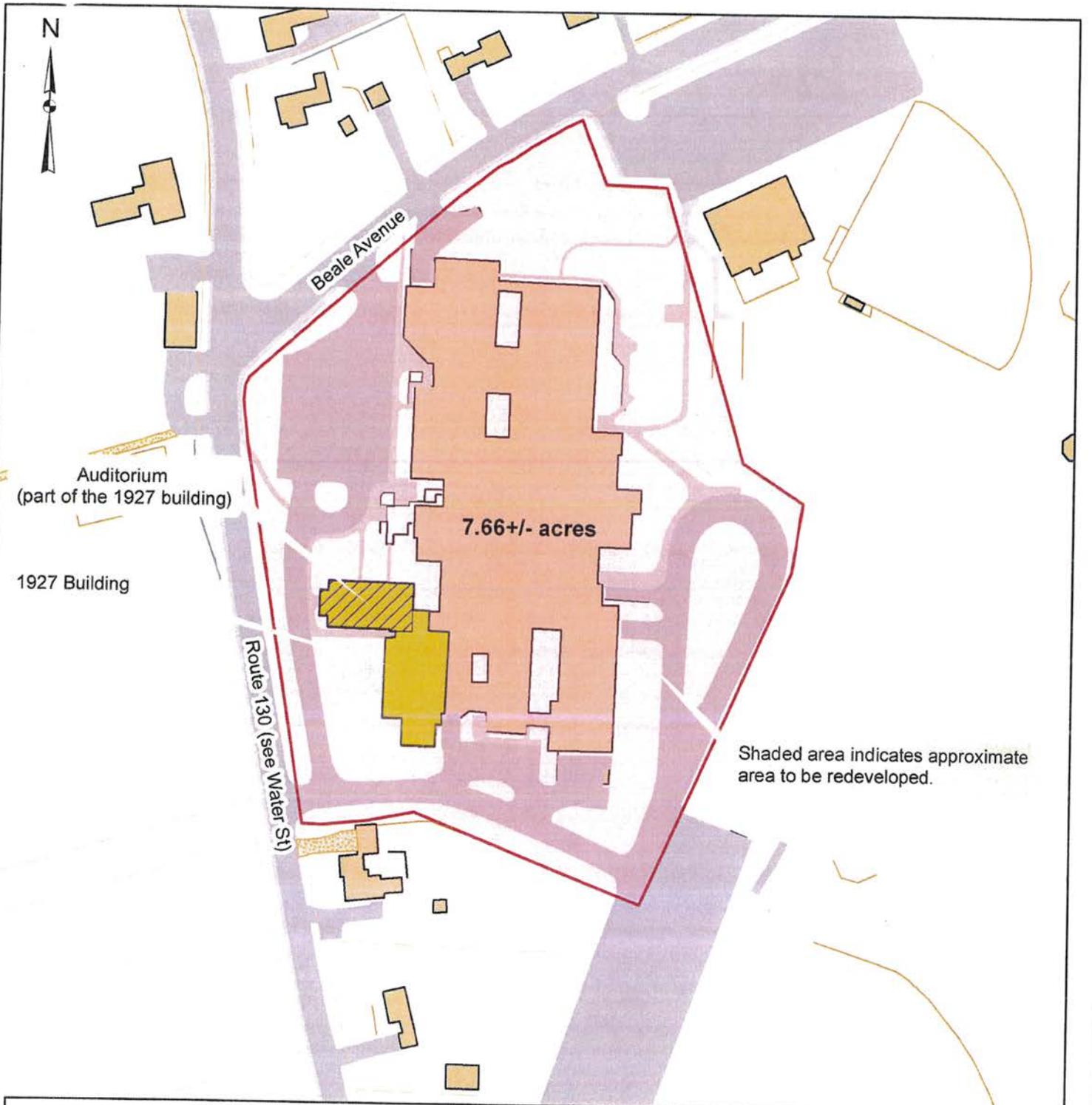
- Possible restoration/demolition options
 - Option 1: Demolish all sections of building except for 1927 section and construct a new building. Restore and re-use the 1927 building and incorporate into new construction.
 - Option 2: Demolish all sections of building except auditorium of 1927 section and construct a new building. Restore and re-use auditorium of 1927 building and incorporate into new construction.
 - Option 3: Demolish all sections of building (including 1927) and construct a new building.
 - Other options will be considered as presented.

- Area calculations
 - 1927 building
 - Interior square area: (3 levels) approx. 34,630 SF
 - Building footprint: approx. 12,500 SF
 - Auditorium square area: approx. 2,367 SF
 - Remaining building
 - Interior square area: multiple levels; 116,355 SF
 - Exterior footprint: approx. 98,000 SF
 - Developable site: approx. 7.67 acres (*see attached map*)

- Zoning
 - R-1 District (medium-density residential). The site will require zoning amendments. The Town will seek any necessary zoning amendments.
 - Parking Overlay District
 - Other jurisdictions:
 - Old King's Highway Historic District
 - NHESP priority habitat of rare species and wildlife

- Hazardous materials determination survey (available upon request)
 - 1927 building: Observed or presumed presence of asbestos, lead-based paint, and PCBs.
 - Remaining building: Observed or presumed presence of asbestos, lead-based paint, PCBs, and mercury.

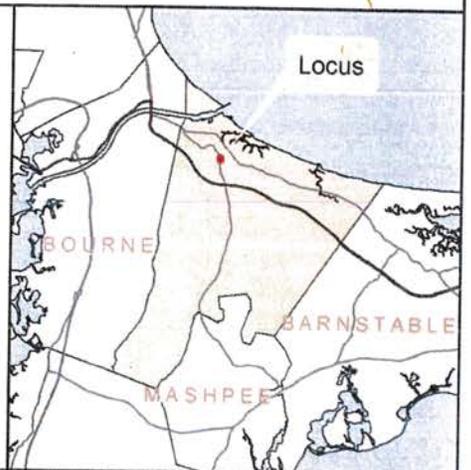
- Septic system
 - Designed in 2004
 - Sized to treat and dispose 12,000 gallons of effluent per day under a MassDEP Groundwater Discharge Permit.

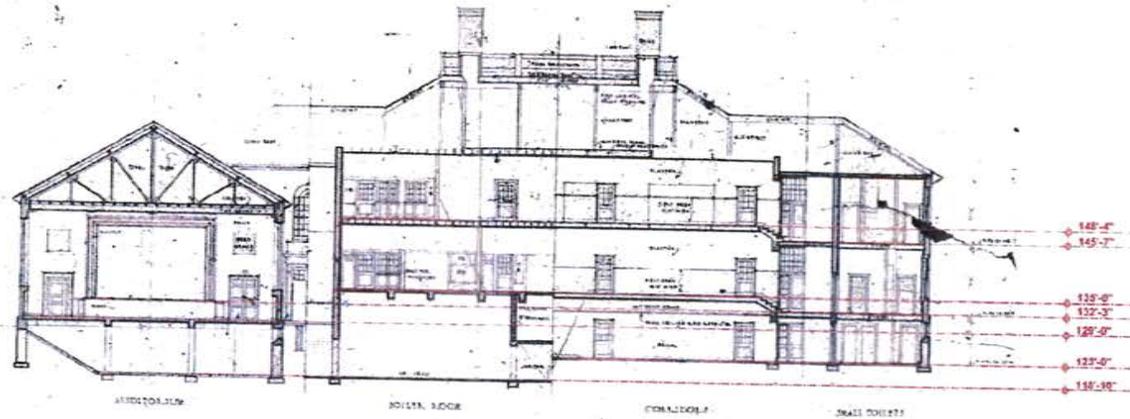


TOWN OF SANDWICH
 Henry T. Wing School
 Approximate Area for Redevelopment

Map is for illustrative purposes only.

1/7/2016





LONGITUDINAL SECTION
SCALE - 1/8" = 1'-0"



DERBY & ROBINSON
ARCHITECTS
300Y STREET BOSTON
COMMISION NO. 2568
SCALE 1/8" = 1'-0"
APPROVED BY DERBY & ROBINSON

SECTION THROUGH 1927 WING
HENRY T. WING SCHOOL
REUSE STUDY
33 WATER STREET

SANDWICH, MA 02563

SCALE: NTS



HENRY T. WING SCHOOL
REUSE FEASIBILITY STUDY



October 19, 2015

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 - 6. WING SCHOOL DEED, JUNE 11, 1927
 - 7. BONDING ESTIMATES

– EXECUTIVE SUMMARY –

EXECUTIVE SUMMARY

The Town of Sandwich, Massachusetts retained the Kaestle Boos Associates (KBA) design team to provide consulting and design services to evaluate the re-use of the Henry T. Wing Elementary School which closed as a school in June of 2015. Due to the shrinking student population, the Sandwich School department has consolidated the town's elementary program into two other existing schools (Oak Ridge and Forestdale) even though, for the next few years, the school administration will be using portions of the building for their offices. With the school's impending closure and large parts of the building being un-used, the study committee has requested that the architects provide an in-depth study of the condition of the building as well as to help the town determine what future uses the school may serve, if any. When the land was donated for the construction of the school, a deed restriction included a condition that the premises be used as a school site for a period of fifty years and be named the Henry T. Wing School. These deed restrictions expired on July 28, 1977. With this in mind, this study considered various uses for the property and the building other than those of serving education. (The Deed is included in the appendix of this study). The following existing conditions portion of this report presents an assessment of the overall physical condition of the building.

Concurrently with the existing building condition assessment, KBA was requested to develop a space needs assessment of town services that are currently either inefficiently spread around town or are in need of additional space. Several options have been presented, including the reuse of the entire building to reuse of only part of the building. Opinions of Probable Costs (OPC) were done for most of these options. They are as follows:

Option 1

Demolish entire building; replant the Site

\$4,147,000



Option 2

Demolish all but the 1927 building; replant the site

\$3,819,500



Option 3

Demolish all but the Auditorium of the 1927 building; add restrooms/replant site

\$6,225,000



Option 4

Fitout to entire building and sitework upgrades

\$69,153,000



Option 5

Restore the 1927 Building, demolish the rest and build new

\$71,636,500



Option 6

Demolish all but the 1927 building, restore it and build new Gym

\$33,684,500



Option 7

Demolish all but the 1927 building and restore 1927 building

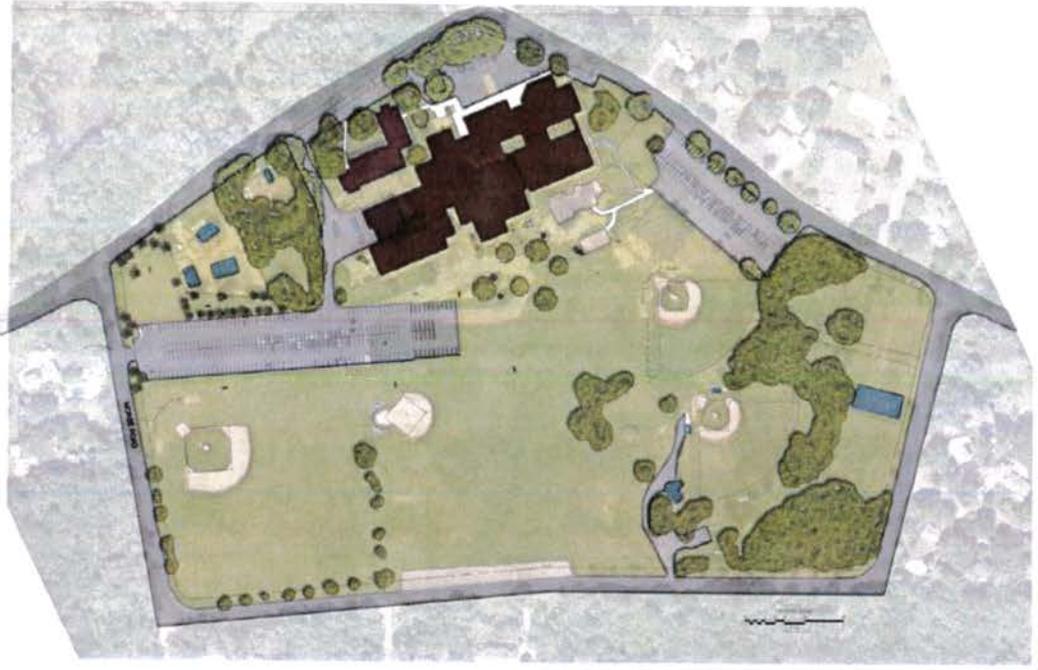
\$27,395,500



Option 8

Demo Connections with 1927 building and Renovate the rest

\$52,484,000



Option 9

Concentrated program: more demo less reno – 1927 building left as is

\$34,890,000



For all of the options which propose the relocation of the Town Offices to the Wing School, some of the costs for modifying the building might be offset by the sale of the buildings that these offices now occupy. These buildings are located at 16 Jan Sebastian Drive and 145 Main Street (Town Hall Annex). The Sandwich Assessors provided a rough estimate for the sale price that these buildings might fetch on the market today.

- Jan Sebastian Dr. - \$500,000
- Town Hall Annex - \$350,000

Cost of Inaction

While there are many repairs that need to be done to bring the building up to a usable condition, several major items would have to be corrected for any future use of the building. New roofs, structural repair, new heating, fire protection, electrical and plumbing would have to be provided to effectively extend the life of the building in any Option in which it is reused. Thus, the proposed rehabilitation would enable the building to meet all current MA Building, Fire and Energy Codes and Massachusetts Architectural Access Board (MAAB) requirements. The Opinion of Probable Cost (OPC) is based on the construction cost estimate and inclusive of the owner's soft costs for design, permitting, furniture, etc., to provide a total project budget. Detailed OPC's for all Options can be found at the end of this document.

The cost of maintaining the building for the school while it was occupied with students was approximately \$603,000 last year. While some of this cost will be reduced, it is estimated that at least half of this cost will be necessary to keep the building functioning. The following chart shows the numbers representing the FY15 (7/1/14-6/30/15) budget per the School Department's budget.

Custodians	\$179,407
Maintenance Grounds Salaries	\$51,441
Maintenance Buildings Salaries	\$26,622
Custodial Supplies	\$9,500
Misc. Contracted Services	\$39,238
Sewerage Treatment	\$8,000
Grounds Supplies	\$13,087
Misc. Supplies	\$24,520
General Supplies	\$15,457
Natural Gas/Heat	\$97,101
Electricity	\$125,818
Water	\$175
Telephone	\$12,500
TOTAL	\$602,865

The Private Development Option

In all of the public forums held for this project, the idea of selling or leasing the land including and immediately surrounding the Wing School for private development was mentioned. The Town's Director of Assessing provided an estimated value for the property in a "Ready to Build" state of \$4 Million. This estimate is based on approximately thirty (30) units being developed, each consisting of 2 – 3 bedrooms and 1 ½ bathrooms. This would require that the town would be responsible for the removal of the existing building and site improvements at the town's expense. For comparison purposes, the value of the land is roughly the same cost as the demolition of the building as shown in Option 1.

Private Project Option



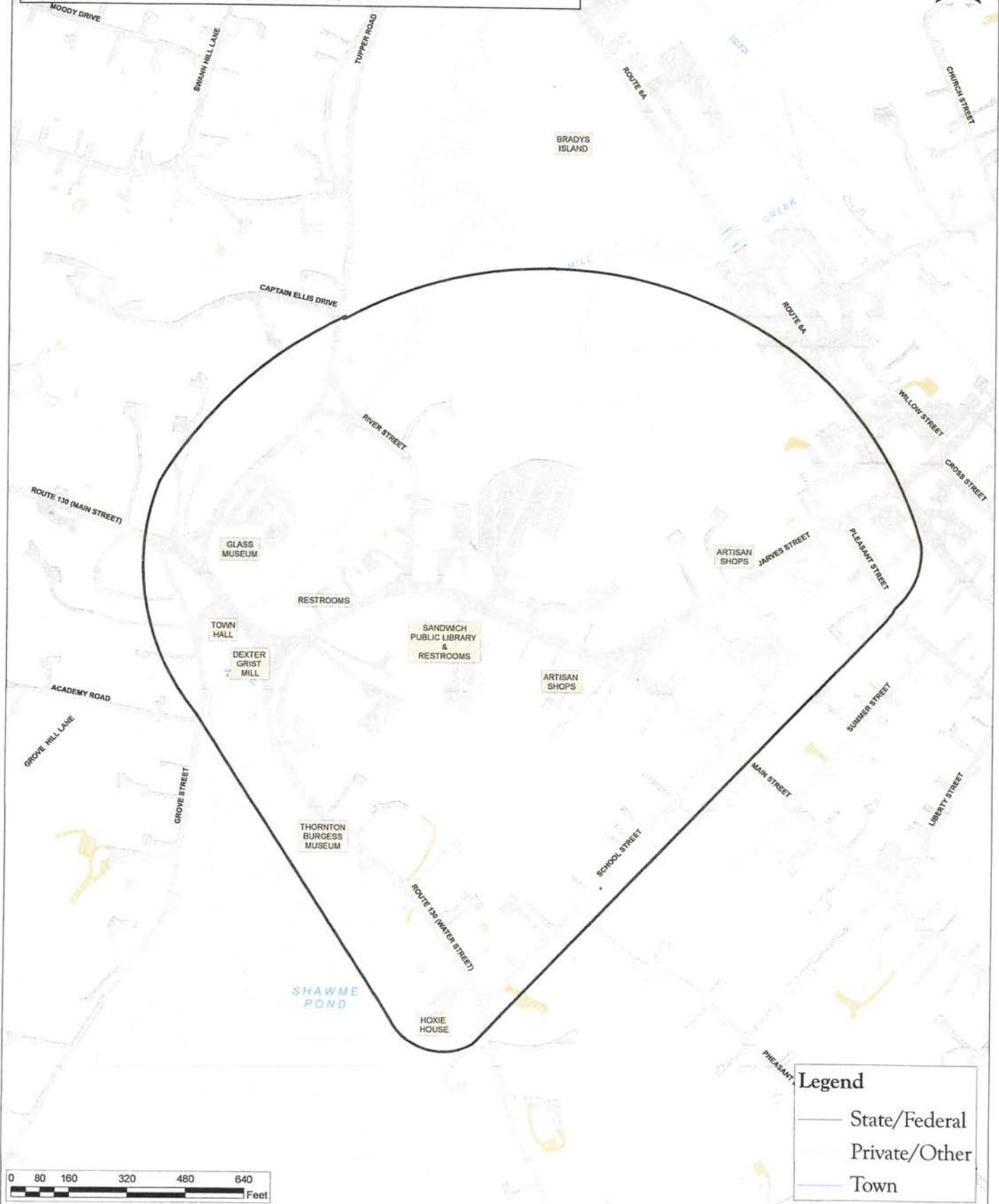
Moving Forward

After the forums, a walkthrough of the school led by the architects was conducted on the morning of November 19 with members of the Board of Selectmen and other interested parties for them to see firsthand the numerous issues of the building cited in the existing conditions section of this report. That same night, the Board of Selectmen voted to consider Options 1, 2 & 6 as well as to pursue evaluating private residential development options. All of the other options will no longer be considered. At the time of the conclusion of this report, town staff is exploring additional avenues for private investment for the property.

Sandwich Cultural District Application

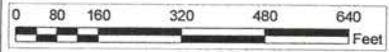
"Glass Town Cultural District"

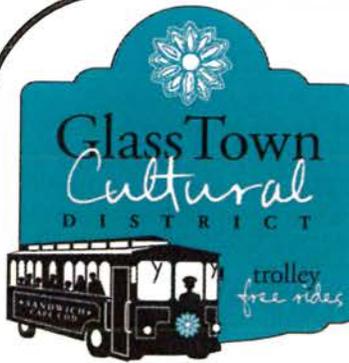
September 28, 2012



Legend

- State/Federal
- Private/Other
- Town



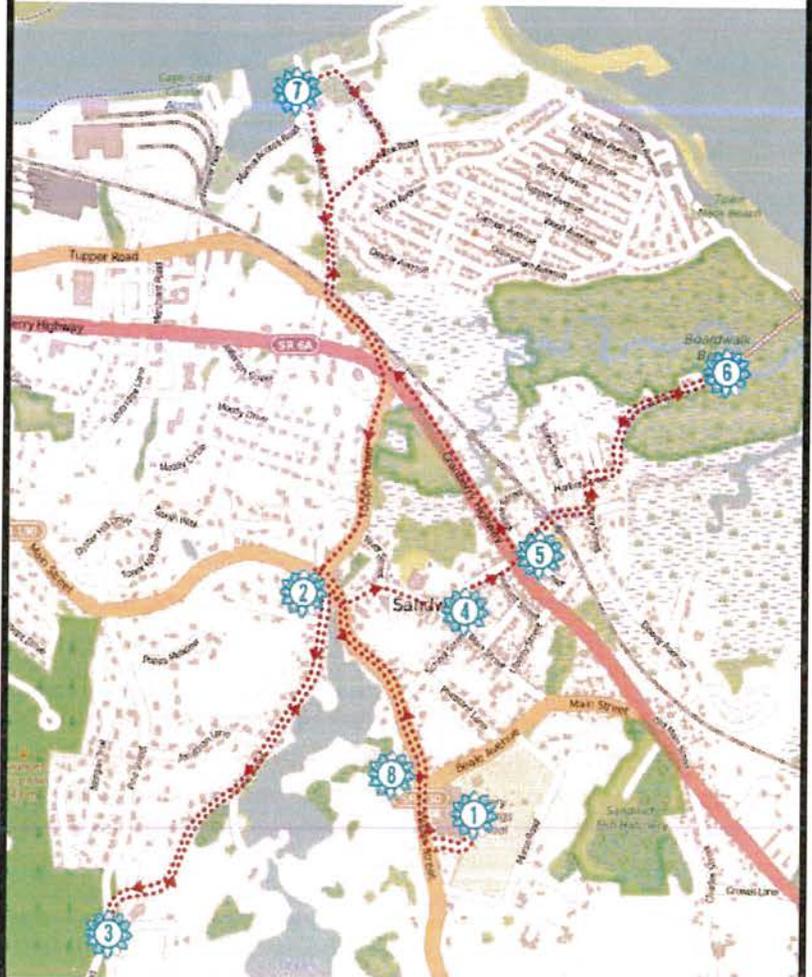


Sightsee, shop,
and dine in
Sandwich Village!

**FREE PARK &
RIDE TROLLEY**

Aug. 7th - Sept. 13th 10am to 4:30pm Fri. - Sun.
First stop Wing School parking lot on the hour
and about 10 minutes every stop thereafter.
Look for Trolley Stop Signs!

1. PARK at Wing School, 33 Water St. FREE lot off Morse Rd.
2. Sandwich Glass Museum, corner Grove St/Town Hall
3. Heritage Museums & Gardens
4. Main Street and Jarves Street corner by antique store
5. Jarves Street and Rte. 6A corner by realty company
6. Boardwalk parking lot - no beach chairs allowed
7. Cape Cod Canal & Visitors Center at the Marina
8. Hoxie House



For more information: www.sandwichchamber.com
or call 508-833-9755.

Glass Town Trolley Stops



1. **PARK FOR FREE at Wing School**, off Morse Road, a school for Sandwich children 1926 to 2015. All town children attended Wing School until 1975. 1500 students attended in 1986.
2. **Sandwich Glass Museum**, 129 Main St. with historic and contemporary glass, live daily glassblowing demos, interactive displays and beautiful Museum Store. Adjacent to 1833 Town Hall, 1848 First Church of Christ with Christopher Wren Steeple and historic restored and working 1654 Dexter Grist Mill.
3. **Heritage Museums & Gardens**, 67 Grove Street, with 100 acres of gardens, nature trails, sculpture, a vintage carousel, 3 museum galleries, and the new Adventure Park at Heritage!
4. **Main Street** features beautiful homes, churches, renowned historic inns, plus delightful shops and boutiques with antiques, clothing, food, wine and gift items.
5. **Jarves Street** near the Railroad Station offers shops with unique gifts, many handmade by nationally known local artisans, antiques, and fabulous restaurants for a delicious lunch, snack or Contemporary American cuisine.
6. **Sandwich Boardwalk** is among the top 10 in the US. The 1,350-foot Boardwalk was rebuilt in 1991 with support from locals, whose names and messages are inscribed on the planks leading to a broad sandy Cape Cod Bay beach. Enjoy postcard-worthy views of salt marshes and Mill Creek, plus birdwatching, canoeing and the rite of passage - jumping off the Boardwalk!
7. **Cape Cod Canal & Visitor Center**, 60 Ed Moffitt Drive, has interactive exhibits that describe the rich history and vigilant operation of the Canal. Features include a 41' patrol boat, live radar and photographs of the Canal. Great restaurants there also.
8. **Hoxie House** is the oldest house on Cape Cod and one of the oldest surviving houses in Massachusetts. The saltbox house was built in the mid-seventeenth century and occupied around 1675 by Rev. John Smith, his wife, and 13 children.



Sponsored by the Glass Town Cultural District & the Mass Cultural Council through the Sandwich Legacy Foundation & the Sandwich Chamber of Commerce.

Sponsors:

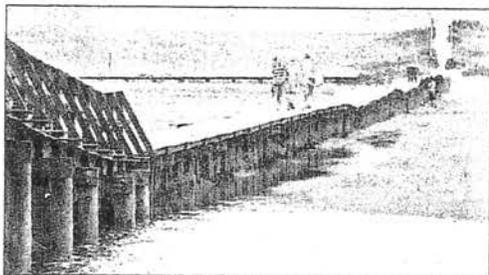


massculturalcouncil.org

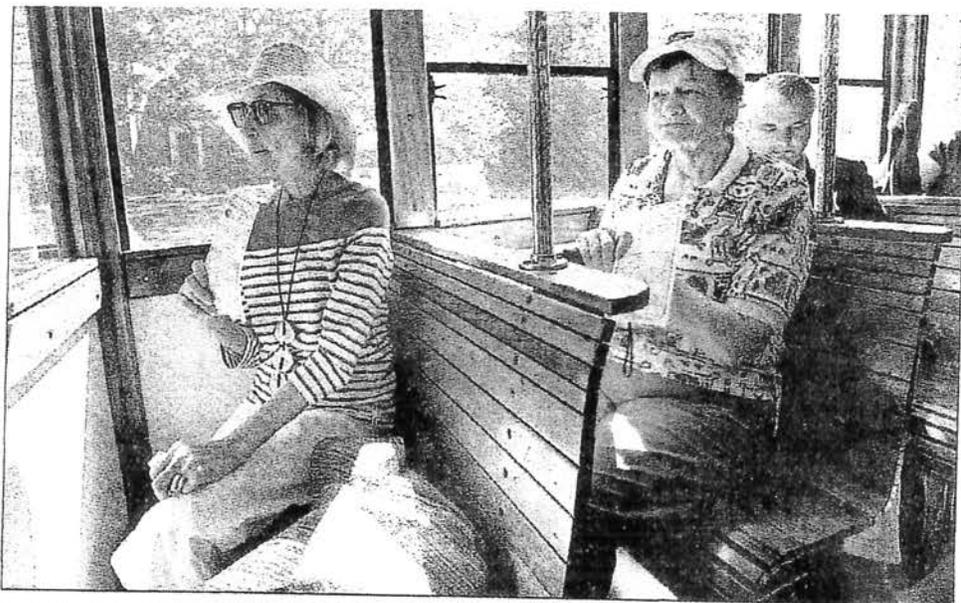
Glass Town Cultural District
Grants/Sponsorships

Year	Total by Date	Amount
2013	First Night Sandwich	\$1,000
	Total 2013	\$1,000
2014	Cape Cod Chorale Handel Spectacular	\$1,000
	Cape Cod Canal Centennial	\$1,000
	375th Paintscaping	\$3,000
	375 Dodge Macknight Exhibit	\$500
	375th Sponsorship	\$1,000
	SandwichFest	\$500
	Holly Days Carolers	\$300
	Littlest Christmas Tree Event	\$500
	First Night Sandwich	\$500
	Talk of the Town Lecture Series	\$600
	Cape Cod Chorale 2014-2015 Season	\$1,500
	Total 2014	\$10,400
2015	Sandwich Arts Alliance	\$2,700
	Sandwich Chamber Welcome Center	\$1,000
	SandwichFest	\$500
	Talk of the Town Lecture Series	\$600
	Sandwich Arts Alliance Arts in the Park	\$2,200
	First Night Sandwich	\$1,000
	Cape Cod Chorale 2015-2016 Season	\$1,500
	Total 2015	\$9,500
	Total by Group	
	375th Celebration	\$4,500
	Cape Cod Chorale	\$4,000
	Cape Cod Canal Centennial	\$1,000
	First Night Sandwich	\$2,500
	Sandwich Arts Alliance	\$4,900
	Sandwich Chamber Holly Days	\$800
	Sandwich Chamber Welcome Center	\$1,000
	SandwichFest	\$1,000
	Talk of the Town Lecture Series	\$1,200
	Total	\$20,900

Free trolley aims to ease weekend parking woes



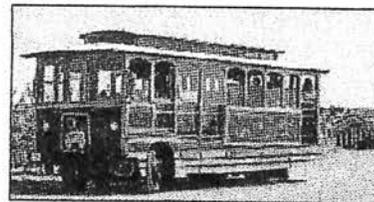
Starting Friday, a free trolley will take visitors to Sandwich's most popular attractions, including the town boardwalk. STEVE HEASLIP/CAPE COD TIMES FILE



June Sullivan, left, and Linda Hart, both of Sandwich, ride on the inaugural trip of the Glass Town trolley Friday morning. To see more photos of the excursion, go to capecodtimes.com/photos. MERRILY CASSIDY PHOTOS/CAPE COD TIMES

Glass Town trolley takes off

SANDWICH



Weekend trolley rides operated by the Glass Town Cultural District during the summer toured Sandwich historical sites and popular areas such as the boardwalk and Cape Cod Canal. MERRILY CASSIDY/CAPE COD TIMES FILE

Weekend trolley a success story

Cultural district hopes to repeat tours next summer

By George Brennan
gbrennan@capecodonline.com

PROJECTED REVENUES AND EXPENSES - FY'17

REVENUES

FY'17 Tax Levy:

FY'16 Levy Limit	54,242,318	
2.5% Increase	1,356,058	
Est. New Growth	500,000	
Excess Levy Reserve Est.	0	
Overrides / Exclusions	0	
County Assess. Outside 2.5: CCC	166,918	
Debt Outside 2.5 (- Non-Levy & SBA)	918,091	57,183,385

Other Revenue:

Land Bank / CPA Debt	1,326,638	
Marina Debt	200,000	
Mass. School Building Authority Funds	1,279,534	
State Aid: Discretionary (-7.50%)	1,852,026	
State Ch. 70 Aid: School (0.00%)	6,740,018	
Est. Local Receipts	4,400,000	
Surplus Revenue / Free Cash	1,763,451	
Overlay Release	100,000	
Transfer from Stabilization Fund	0	<u>17,661,667</u>

Total Estimated Revenues 74,845,052

<u>Stabilization Fund Balance:</u>	
Actual Balance on 11/30/15:	1,226,393
Proposed Transfer From/To Stabilization Fund:	25,000
Projected Post ATM Balance:	1,251,393

EXPENSES

ReCap Sheet Items:

State Assess: Tuition Assess (10.00%)	3,592,317	
State Assess: All Other (3.00%+CCRTA)	602,985	
Abatements / Overlay	400,000	
FY'16 Snow & Ice Deficit	150,000	4,745,302

Town Meeting Items:

Group Health Insur.+ Mitig. Plan (7.50%)	9,970,625	
County Retirement Assess. (6.60%)	3,355,082	
Property & Liability Insurance (2.50%)	861,000	
Medicare (6.00%)	636,000	
Unemployment Account	100,000	
OPEB Trust Fund	75,000	
Debt: Long Term	4,170,074	
Debt: Short Term	50,000	
Reserve Fund	500,000	
Capital Budget - Net	500,000	
Transfer to Stabilization Fund	25,000	20,242,781

Operating Budgets:

School Budget: Local (3.00%)	24,977,500	
Ch. 70 (0.00%)	6,740,018	31,717,518
UCCRVTS Budget (7.50%)		2,202,860
General Gov't. Budget (2.80%)		<u>15,774,520</u>

Total Estimated Expenses 74,682,981

ESTIMATED FY'17 BUDGET BALANCE 162,071

FY'17 BUDGET TOTALS

NO.	DEPARTMENT	FY16 APPROP	FY17 SALARY	FY17 OPER	FY17 TOTAL	% CHANGE
114	Moderator	450	450	0	450	0.00%
123	Select./Manager	467,269	418,282	61,350	479,632	2.65%
	Personnel Expen.	244,875	425,000	0	425,000	73.56%
131	Finance Comm.	3,400	2,000	1,400	3,400	0.00%
135	Accounting	226,810	192,088	22,250	214,338	-5.50%
141	Assessing	384,818	362,201	24,925	387,126	0.60%
145	Treasurer	205,882	218,759	-7,950	210,809	2.39%
146	Tax Collector	201,800	140,701	56,900	197,601	-2.08%
147	Tax Title	35,000	0	35,000	35,000	0.00%
151	Legal	300,000	0	300,000	300,000	0.00%
152	Human Resour.	170,163	168,338	8,000	176,338	3.63%
161	Town Clerk	165,677	166,501	5,500	172,001	3.82%
162	Elect. & Regist.	60,750	10,500	59,750	70,250	15.64%
171	Natural Resour.	270,676	247,714	27,100	274,814	1.53%
175	Plan. & Devel.	222,299	196,921	21,125	218,046	-1.91%
190	Facilities Mgmt.	522,455	207,850	322,500	530,350	1.51%
195	Town Reports	11,000	0	11,000	11,000	0.00%
196	Bind Records	6,000	0	6,000	6,000	0.00%
197	Info. Technology	529,329	199,512	337,500	537,012	1.45%
	Total 100s	4,028,653	2,956,817	1,292,350	4,249,167	5.47%
210	Police Dept.	4,098,264	3,864,677	318,835	4,183,512	2.08%
220	Fire Dept.	3,211,210	3,734,795	-511,200	3,223,595	0.39%
241	Inspections	265,317	257,163	16,105	273,268	3.00%
244	Sealer of W & M	200	0	200	200	0.00%
291	Emerg. Mgmt.	11,500	3,000	8,500	11,500	0.00%
294	Forest Warden	1,500	0	1,500	1,500	0.00%
297	Bourne Shellfish	4,000	0	4,000	4,000	0.00%
299	Greenhead Fly	2,000	0	2,000	2,000	0.00%
	Total 200s	7,593,991	7,859,635	-160,060	7,699,575	1.39%
300	School Dept.	30,915,593	31,715,518	0	31,715,518	2.59%
313	UCCRVTS	2,049,172	2,202,860	0	2,202,860	7.50%
	Total 300s	32,964,765	33,918,378	0	33,918,378	2.89%

(Note: School Dep't. amount **includes** Ch. 70 aid.)

NO.	DEPARTMENT	FY16 APPROP	FY17 SALARY	FY17 OPER	FY17 TOTAL	% CHANGE
410	DPW - Engineer.	188,745	184,567	9,800	194,367	2.98%
420	DPW	1,467,558	970,673	558,025	1,528,698	4.17%
421	Snow & Ice	250,014	12,524	237,491	250,015	0.00%
424	Streetlights	30,000	0	30,000	30,000	0.00%
435	DPW - Sanitation	0	420,417	-420,417	0	#DIV/0!
Total 400s		1,936,317	1,588,181	414,899	2,003,080	3.45%
510	Health Dept.	187,330	181,646	10,125	191,771	2.37%
522	Nursing Dept.	145,742	117,712	29,700	147,412	1.15%
540	Social Services	35,000	0	35,000	35,000	0.00%
541	COA	217,769	219,548	10,500	230,048	5.64%
543	Veterans	45,500	0	50,000	50,000	9.89%
Total 500s		631,341	518,906	135,325	654,231	3.63%
610	Library	944,017	766,196	183,637	949,833	0.62%
630	Recreation	155,787	135,459	26,375	161,834	3.88%
650	DPW - Parks	20,850	0	20,850	20,850	0.00%
671	Hoxie / Grist Mill	20,000	20,000	0	20,000	0.00%
693	Memorial Day	1,200	0	1,200	1,200	0.00%
694	Historic District	13,000	2,000	12,750	14,750	13.46%
Total 600s		1,154,854	923,655	244,812	1,168,467	1.18%
GEN. GOVT. TOTAL (no School)		15,345,156	13,847,194	1,927,326	15,774,520	2.80%
Gen. Gov't. Budget @ 3.00% =			15,805,511	Adjustment Needed =	30,991	
GRAND TOTAL (incl. School)		48,309,921	47,765,572	1,927,326	49,692,898	2.86%

FY'17 RECOMMENDED GENERAL GOVERNMENT BUDGET
Summary of Significant Budget Changes (+/- \$5,000)

(Contracted & Estimated Wage Increases Included in Appropriate Operating Budgets)

<u>Acct.</u>	<u>Budget - Description</u>	<u>Change</u>
ALL	Back to Usual 52.2 Weeks in Fiscal Year vs. 52.4 Weeks in FY'16	-42,339
123	Manager - Personnel Expenses & Unresolved Union Contracts	180,125
146	Collector - Lockbox for Collection of Taxes & Fees - <u>Net Decrease</u>	6,000
162	Elections & Registrations - Up Year in Normal Cycle	9,500
171	Natural Resources - Boat Enforcement - Loss of Net Waterway \$	-5,000
197	IT - Vehicle Repairs - Price of Hand-Me-Down Police Vehicles	5,000
210	Fire - Increase Amb. Billing Charges \$14K - <u>Fully Offset Account</u>	-22,000
630	Recreation - Min. Wage Increase & Porta-Jon Rentals - <u>Fully Offset</u>	20,000

GENERAL GOVERNMENT OPERATING BUDGET NEEDS - Prioritized Summary

<u>Acct.</u>	<u>Budget - Description</u>	<u>Amount</u>
210	Police - More Realistically Fund OT for Minimal Coverage	150,000
220	Fire - More Realistically Fund OT for Minimal Coverage	50,000
421	Snow & Ice - More Realistically Fund to Better Cover Shortfalls	150,000
420	DPW - Establish Lease/Purchase Account in Operating Budget.	150,000
190	Public Facilities - Add'l. Maintenance Specialist & Part-Time Clerk	70,000
197	IT - Increase IT Network Support Technician Position to Full-Time	30,000
Multiple	Streamline Town Organizational Structure	350,000
420	DPW - Add'l Road & Infrastructure Maint. Funds Post-Road Bond	300,000
420	DPW - Add'l Parks Staff & Money for HTW School Fields	100,000
171 & 630	DNR & Recreation - Reduce Dependency on Beach Parking Acct.	150,000
		1,500,000

PUBLIC SAFETY 3RD STATION DEBT EXCLUSION & FIRE / EMS STAFFING OVERRIDE

<u>Acct.</u>	<u>Budget - Description</u>	<u>Amount</u>
221	Fire - (8) Fire/EMS Staff for 3rd Ambulance; Tie to Debt Exclusion*	750,000

* **Note:** The hiring of the (8) Fire/EMS staff should be directly tied to any debt exclusion vote to properly fund capital improvements to the East Sandwich Sub-station to accommodate the additional personnel. A grand total of (12) personnel are needed, but (4) Fire/EMS staff were funded in the FY'16 budget.

OVERALL BUDGET ISSUES & CONCERNS

Chronically Underfunded Operating Budget Accounts:

- Police & Fire Department Overtime Budgets Do Not Provide Sufficient Funding to Retain Basic, Standard Shift Coverage
- DPW Snow & Ice Account Funded Well-Below Average Historic Expenditures

Capital Needs:

- Annual Operating Capital Needs Far Exceed Available Funding (ex. = DPW needs alone could justify a \$150,000 lease-purchase line item in operating budget)
- Large-Scale Projects Needing Exclusions to Fund (ex. = Public Safety; Roads & Infrastructure; Wastewater; Beach; HTW School; etc.)
- Existing Municipal Buildings - no place to combine appropriate departments; nowhere to put new staff; lack of modern office features & code issues (ex. = financial departments; Annex; etc.)

Employee-Related Costs & Employee / Debt Requirements:

- Increased Cost of Town & School Employee & Liability Programs (ex. = health insurance; so-called "Cadillac Tax" costs which take effect January 1, 2018 or later; retirement assessment; etc.)
- Increased Time-Demands Overseeing Town & School Employee & Debt Issues (ex. = Affordable Care Act reporting; increased bond scrutiny; etc.)

**FINANCE COMMITTEE MEETING SCHEDULE
WINTER 2016**

TENTATIVE AGENDA TOPICS

January 5	UCCRVTS; Health Department; DNR
January 12	Inspector of Buildings; Planning & Development
January 19	Town Clerk; Nursing; Council on Aging = TO BE RESCHEDULED
January 26	Finance Director; Assessing; Treasurer/Collector; Human Resources
February 2	Town Manager FY'17 Budget Presentation
February 9	School Department FY'17 Budget Presentation
February 16	No Meeting – School Vacation Week
February 23	Police; Fire; School Department
March 1	DPW & Engineering; Library
March 8	Public Facilities; IT; Recreation; School Department
March 15	Marina; Golf; UCCRVTS FY'17 Budget Presentation
March 22	Make-Up Date
March 29	Vote Final FY'17 Budget
April 5	Vote Final FY'17 Budget
April 12	
April 19	No Meeting – School Vacation Week
April 26	
May 2	Annual Town Meeting

TOWN OF SANDWICH

THE OLDEST TOWN ON CAPE COD

130 MAIN STREET
SANDWICH, MA 02563

TEL: 508-888-4910 AND 508-888-5144
FAX: 508-833-8045

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BOARD OF
SELECTMEN

TOWN
MANAGER

MEMORANDUM

TO: Board of Selectmen
FROM: George H. Dunham, Town Manager
DATE: February 1, 2016

SUBJECT: Recommended Candidate for Harbormaster Vacancy

The purpose of this memorandum is to provide you with background information about my recommended candidate for the Harbormaster position vacancy. We received forty-nine resumes for this position. The interview team, which consisted of Board of Selectmen Chairman Frank Pannorfi, Assistant Town Manager Douglas Lapp, Fire Chief William Carrico, Human Resources Director Marie Buckner, and I, interviewed seven candidates. A follow-up interview was also held with three of the seven candidates. The candidate pool, based on those we interviewed, was excellent.

After very thorough and careful consideration and extended discussion among the interview team, we recommend that the Board authorize me to appoint John T. Kondratowicz to the position of Harbormaster. If approved as recommended, it is expected this appointment will be effective on or about June 1, 2016 based on such terms and conditions as he and I mutually agree.

Mr. Kondratowicz is a decorated U.S. Coast Guard officer with over 30 years of service. Since 2013, he has held the highly prestigious position of Captain of the Port / Sector Commander of Sector Southeastern New England where he is in command of all Coast Guard activities and more than 1,750 personnel on Cape Cod, the Islands and the state of Rhode Island. His resume includes several other high level positions including Chief Operating Officer/Deputy Commander of Sector Southeastern New England and his service as Coast Guard Advisor to the President & Provost of the Naval War College in Newport, Rhode Island.

Mr. Kondratowicz holds a Master's Degree in National Security and Strategy Studies from the Naval War College and a Bachelor's Degree in Business Administration and Management from Charter Oak State College in Connecticut. He also received an Executive Certificate in Leadership in Homeland Security from Harvard University's Kennedy School of Government. I have attached his resume and cover letter which further outline his experience and impressive credentials.

References describe Mr. Kondratowicz as hard-working and personable with very high integrity and the consummate team player. Colleagues, several of whom I have known and worked with for many years, commend him equally for his strong leadership and management

skills, and his ability to forge positive working relationships with all levels of the organization. He has a deep, long-standing connection to the maritime field, and is extremely dedicated to watercraft safety. His overall administrative knowledge, skills and abilities are exemplary. Colleagues were very complimentary of his ability to work effectively with many different organizations including the Army Corps of Engineers, other military branches, civilians, environmental groups, etc. on everyday issues as well as more serious events and emergencies that require the need for a coordinated mass deployment of resources.

References further expressed their confidence that Mr. Kondratowicz would make a very smooth transition from his military service to being the Sandwich Harbormaster and serving the Town and his co-workers well. In addition to his credentials and work history, the interview team was also very impressed with his excellent communication skills and his professional, friendly demeanor. We feel he will be an excellent addition to the extremely competent and hardworking staff at the Sandwich Marina and believe he will interact well with the other Town department heads, which we value very highly. In short, the interview team believes Mr. Kondratowicz will be an excellent Harbormaster for the Town of Sandwich.

Thank you for your consideration of this recommendation to authorize me to appoint John T. Kondratowicz as Harbormaster.

cc: Human Resources Director

62 Grand Oak Rd
Forestdale, MA 02644
(508) 477-6360 (home)
jkbskz@comcast.net

November 19, 2015

“Harbormaster Search”
Director, Human Resources
Ms. Marie Buckner
Town of Sandwich
130 Main Street
Sandwich, MA 02563

Dear Ms. Buckner,

I read you posting for the Harbormaster Position with interest and my Coast Guard experience, knowledge, and skills align well with the qualifications you are seeking for the Town of Sandwich. These traits, combined with my longstanding leadership in the community, will hopefully entice you to allow me to interview for this distinguished position.

With more than 30 years’ of maritime experience as a senior manager, I am adept in the management of budgets, personnel, maritime operations and waterfront facilities. Moreover, while my U.S. Coast Guard experience, across a spectrum of maritime safety, security, and environmental response and protection activities, affords me a well-rounded skill set of strategic planning, public relations, policy development, and interagency coordination. Adding to these honed skills and traits is my diverse and expansive leadership training and experience. I am experienced in working across diverse groups and using my interpersonal skills to build teams and networks to achieve common goals. I have a proven record of improving processes and maximizing efficiency. I am extremely enthusiastic about the town’s focus on site improvement on the waterfront and would welcome the opportunity to contribute to the optimization of the Town of Sandwich’s efforts.

Please review my attached resume for additional details regarding my expertise and career achievements in various maritime leadership roles that I have held over the span of a 30-year Coast Guard career. I will follow up to request an appointment to discuss how my experience and background meets your needs. Thank you for your time and consideration.

Sincerely,


John T. Kondratowicz

John T. Kondratowicz
62 Grand Oak Road, Forestdale, MA 02644
linkedin/in/johntkondratowicz.com

Home: (508)477-6360 ♦ jkbskz@comcast.net ♦ Security Clearance: Current - Top Secret/SCI

Objective: Seek opportunity to fulfill my desired position as the full-time Harbormaster for the town of Sandwich, MA.

Professional Summary: Decorated U.S. Coast Guard Officer with over 30 years of service. Broad leadership skills at highest levels of the federal government with substantial Maritime Operations, Waterways Management, Waterfront/Facilities Management, Personnel Management, Regulatory Compliance, Financial Management, and Government/Public Relations experience. Results oriented leader with proven success in Homeland Security, Crisis & Emergency Management and Strategic Planning.

Professional Experience

Captain of the Port/Sector Commander; Sector Southeastern New England, 2013-Present
In command of all Coast Guard (USCG) activities on Cape Cod the Islands & the state of Rhode Island. Responsible for supervision & management of 1,775 personnel, \$1.5M budget & \$125M facilities infrastructure.

- **Captain of the Port** responsible for enforcement of port safety/security; marine environmental protection regulations of all vessels, harbors, major waterways & waterfront facilities. Ensures safe operations of the marine transportation system (cargo, ferries & petroleum), all other maritime commerce in all coastal ports & major waterways.
- **Federal on Scene Coordinator** pre-designated EPA/USCG official responsible for direct federal removal efforts of an oil/hazardous substance discharge in the Captain of the Port zone – marine environmental response mission.
- **Federal Maritime Security Coordinator** designated Department of Homeland Security (DHS) official, convene & direct the Area Maritime Security Committee, group of port stakeholders focused on security within the Captain of the Port zone.
- **Search and Rescue Mission Coordinator** responsible for planning & coordination of all aspects of maritime Search & Rescue missions.
- **Officer in Charge Marine Inspection** - Responsible for the inspection of all commercial vessels to ensure the compliance of all applicable laws, rules & regulations relating to safe construction, equipment, manning & operation.
- Partner with U.S. Army Corps of Engineers (USACOE) the operation of the Vessel Movement Reporting System (VRMS) of Buzzards Bay/Cape Cod Canal approaches & the monitoring of vessel activity within Cape Cod Canal. Negotiated current Memorandum of Understanding between USACOE & USCG.
- Collaborative approach to myriad of missions with federal, state & local stakeholders, balanced resources, risk & opportunity. Initiated comprehensive implementation plan eventually translated to Area Contingency Plan utilized by all federal/state/local maritime partners for all hazards/incidents. 2014/15 Ice Operations, maritime security for VIPs on Cape & Islands (President/Vice-President/Secretary DHS/U.S. Attorney General).
- Allocated sparse resources to remarkable success: Developed local Marine Task Force concept; coordinated federal, state & local maritime rescue resources to respond to 100% of persons reported to be in crisis on the water. Aligned limited resources attaining maximum results; realized 10% increase in ship inspection rate at no additional costs, boosted maritime safety.
- Type II- National Incident Commander; certified National Incident Management System (NIMS) experienced in mitigating major accidents in any domain – Emergency Management.

John T. Kondratowicz
62 Grand Oak Rd. Forestdale, MA 02644

U.S. Coast Guard Advisor to President & Provost of the Naval War College, 2011-2013

Principal advisor and subject matter expert on all U.S. Coast Guard's strategic policies and the linkage to National Security Strategy & the National Strategy for Homeland Security. Vast experience working with senior government officials.

- Served as a military professor; prepared future senior military and federal government leaders in joint operational planning for future strategic challenges; Arctic region, Somalia/maritime piracy, natural disasters/relief efforts and conflict. Implemented strategies and operations framework to lead to compromise/resolutions.
- Hand selected to deploy as crisis management advisor to the First Coast Guard District Commander (Rear Admiral Abel) during Hurricane Sandy Operations in New York.

Chief Operating Officer/Deputy Commander; Sector Southeastern New England, 2008-2011

Led and managed senior staff and 1,200 employees in the execution of 11 federal statutory missions.

- Led daily operations for largest USCG Sector in the Northeast with the most diverse mission mix. Managed industrial naval engineering facility/boat yard and other logistical support for 45 boats (21ft to 225ft), maintained 3500 aids to navigation/buoys - waterways management oversight.
- Managed \$4.1 million budget with remarkable success: reduced operating expenses by \$54k annually through expenditure analysis-energy efficient initiatives, sustained readiness and effectiveness.
- Prepared team for response to key events: Deepwater Horizon Oil Spill in Gulf, Hurricane preparedness, Presidential Security in the maritime domain, investigation into fire of town pier and historical Coast Guard Boat House.

U.S. Coast Guard Liaison, U.S. Navy Warfare Development Center, 2007-2008

Principal advisor to senior executives on all national and international matters regarding operational and personnel policies and procedure for Coast Guard/maritime homeland security.

- Created first-ever comprehensive enterprise-wide doctrine, policy, resourcing, and practices for the successful and efficient implementation of joint service small boat tactical boat operations, riverine operations and homeland-security requirements.
- Initiatives included varied methodologies maximizing joint service strategies through partnering to gain efficiencies with jurisdictions' and capabilities.

Chief Executive Officer/Commanding Officer; Maritime Safety & Security Team Boston, 2003-2007

Led start-up and establishment of a 100 person Coast Guard anti-terrorism/homeland security unit; Managed \$1.2M budget, and \$35M in equipment, execution of operations, logistics, maintenance and administrative departments.

- Led special operations tactical small boat teams, close quarters combat force protection team, radiation detection unit, and dive unit for world-wide national security missions.
- Developed operational doctrine, training requirements, tactics, techniques and procedures for new team and missions.
- Lead special operations for nine National Special Security Events (i.e. G8 Summit, Republican & Democratic National Conventions, and Super Bowl 39). Directed maritime security team for U.S. President and 200 plus members of Congress. Conducted overseas operations within DoD Joint Task Force and several foreign embassies.
- Hand selected to oversee and provide operational security to the entire port of New York during movement of key assets to port of New Orleans during Hurricane Katrina.

Director of Operations/Commander; Group Woods Hole, 2000-2003
Chief, Operating Officer of 300 military and civilian employees, \$1.3M budget and \$25M in equipment.

- Mission coordinator for all Coast Guard operational activities within Cape Cod the Islands and Rhode Island; Search & Rescue/law enforcement/marine environmental protection.
- Managed the operational readiness of 15 units, (large cutters, stations, Aids to Navigation Teams and Loran Station - 45 small boats)

Additional United States Coast Guard Experience

Operations Manager/Assistant Chief Port Security Section, Atlantic Area, 1996-2000
Chief Executive Officer/Commanding Officer, Station Sandy Hook, NJ, 1993-1996
Operations Manager/Law Enforcement Officer, Fifth Coast Guard District, 1991-1993
Officer in Charge/Law Enforcement Team, Counter-drug enforcement, 1989-1991
Enlisted/Administrator, Human Resource Manager, 1980-1989

Education

Executive Certificate: Executive Leadership in Homeland Security – HARVARD UNIVERSITY
KENNEDY SCHOOL OF GOVERNMENT, Boston, MA

M.A.: National Security and Strategy Studies – NAVAL WAR COLLEGE, Newport, RI

B.S.: Business Admin/Management – CHARTER OAK STATE COLLEGE, New Britain, CT

Significant Awards and Citations

- (1) Six Meritorious Service Medals
- (2) Two Commendation Medals
- (3) Three Achievement Medals
- (4) Recognized by the Commandant of the Coast Guard for achieving 98% operational readiness; the first special operations team in the history of service to achieve and rated in the top 2% of the Coast Guard operational units.